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# MANAGEMENT ISSUES OF THE FUTURE

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JURISDICTIONAL ADJUSTMENTS.FORESTRY MARKET POLICY.
STEWARDSHIP MANAGEMENT CONCEPT. WATER RIGHTS.MEDIA.
WOODLAND/FORESTRY MANAGEMENT.WILD HORSES AND BURROS.
ENERGY AND MINERAL RESPONSIBILITIES.HAZARDOUS MATERIALS.
ECONOMICS.IMPORT/EXPORT IMPACTS.STATE GOVERNMENT OUTLOOK
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RECREATION .REFORMSS. STEWARDSHIP MANAGEMENT CONCEPT
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## TASK FORCE REPORT
## Bureau of Land Management

## July 1985

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# 13664652
ID: 88018425

IN REPLY REFER TO:

1400-511
(NV-910)

# United States Department of the Interior

BUREAU OF LAND MANAGEMENT
NEVADA STATE OFFICE
300 Booth Street
P.O. Box 12000
Reno, Nevada 89520

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1985
c.3

July 22, 1985

Memorandum

To : Director (100), Room 5660, Interior Building

From : Chairman, Task Force on Management Issues of the Future

Subject: Report on Management Issues of the Future

The subject report herein is a product of various sources in the Bureau. The Bureau Management Team discussed the recommendations on February 12, 1985, in Washington, D. C., which resulted in the final recommendations.

The Task Force Team Members express their appreciation for the opportunity to work on this assignment. It was an interesting experience which resulted in identifying issues and guidance in dealing with the future.

Enclosure: 1
1. Task Force Report

# I N D E X

Contents:


. OVERVIEW STATEMENT AND FINAL RECOMMENDATION

. TASK FORCE PROPOSED RECOMMENDATION

. TASK FORCE "WHITE PAPER"
BUREAU MANAGEMENT TEAM INPUT AND WORKSHEET
SUMMARY

# OVERVIEW STATEMENT and FINAL RECOMMENDATION

# OVERVIEW STATEMENT

These recommendations represent the work of the Task Force Team on Management Issues of the Future which was established by the Director following the State Directors' Meeting in March 1984. The Team was charged with looking to the future and making suggestions concerning management changes which would be positive in light of likely future demands on the Bureau. The recommendations have been developed through consultation with the Directorate, State Directors, Directors BIFC and DSC.

Recommendations are categorized into six sections. The first five recommend major areas of direction for internal management of the Bureau. Section VI addresses future thrusts. Although many conclusions seem obvious, they are the result of a great deal of discussion, effort, and refinement. A brief discussion of the intent of each section is as follows:

I. Team Management Concept - The focus here is to solidify the lines of authority and activity in setting priority, conflict management, and budget decisions. Suggestions involve increased teamwork among the Director and Deputies and they involve renaming the State Directors' Meeting to the BUREAU MANAGEMENT TEAM.

II. Automation/Information - Here the focus is on getting management control over the proliferation of ADP issues and keeping the reason for automation such that it serves the mission of the Bureau.

III. Improved Systems - As emphasis and leadership have changed, so have the management systems. Here the purpose is to evaluate the various systems to establish what each should do for management and then to integrate the control over these systems in order to eliminate duplication of effort and improve efficiency.

IV. Organization - A major field organization began four years ago as the result of extensive study. The merger with MMS altered the field structure. This section calls for an update of success in the field organization and for the restructure of the Washington Office.

V. Personnel - The intent is to recognize the importance of the employee and accountability to the Bureau's management which includes attaining the most from our training investment, removing uncertainty from career development and improvement of the personnel system.

VI. This section identifies PROGRAM THRUSTS. Management should maintain an awareness of pursuing these program thrusts in the Bureau's objective of being responsive to future needs/demands. The lists are not comprehensive but include those identified through the Task Force effort. The program thrusts are arrayed as follows: Group A is a make-up of essentially new directions. Group B are important and accomplishments considered a must. Group C may allow more management discretion in implementation.

## RECOMMENDATION FOR MANAGEMENT ISSUES OF THE FUTURE

### I. TEAM MANAGEMENT CONCEPT

*Issue: The BLM is a very decentralized agency with individual units operating with a high degree of delegated authority. A team management concept can promote interdependence, consistency, and flexibility. The Director can better manage the Bureau with the aid of the management teams described below.*

| Recommendation | Implementation Plan |
|---|---|
| . Elevate the visibility of the WO (Headquarters) Management Team. Members would be:<br><br>- Director and Associate Director (Chair)<br>- Deputy Directors<br><br>The team would meet on a schedule to be determined effective and replace the present Executive Meeting. Only principals would attend with others as specifically requested. | Recast the WO Executive Meeting as the Management Team. |
| . Formally establish the Bureauwide Management Team. Members would be:<br><br>- Director and Associate Director (Chair)<br>- Deputy Directors<br>- State Directors<br>- Director, BIFC/DSC<br><br>The team would meet with the necessary frequency to assure effectiveness and would replace the present "State Directors' Meeting." | Director to formally establish the WO and Bureauwide Management Team. |
| . The Management Teams would develop the teams' management strategy, the extent of issues to consider, the setting of schedules, and how the two teams will relate. Each team may consider a team building exercise to enhance their effectiveness. | At early meetings, each team would consider potential roles of the team in aiding the Director (including but not limited to):<br><br>- Developing objectives<br><br>- Policy advice |

- Priority setting
- Budget strategy
- Personnel policy
- Conflict resolution
- Develop strategies for critical issues including issues which involve the entire Bureau.
- A major role of Deputies in the WO Management Team could be representation of State Directors on issues under their purview.

. Encourage State Directors to continue (or create if not in place) State Management Teams for development of statewide policies, strategies and issues. These might be patterned after the two Bureau teams. These teams may further be major sources of issue identification information, and suggested resolution of problems for the Bureauwide Management Team.

Bureauwide Management Team should evaluate the needed relationship with the State Management Team once the process is operational.

II. INFORMATION MANAGEMENT/AUTOMATION

Issue: The Bureau must improve management of its information. All the management systems of the Bureau -- Directives, Budget, Finance, Personnal, Planning -- require collection and analysis of data which must be automated if the information is to be timely and useful.

| Recommendations | Implementation Plan |
|---|---|
| . Insure Information Management is an integral part of the overall management and decision-making processes. At the same time, streamline the management process for information. | Assign overall responsibility to the new Bureauwide Management Team and abolish the present Steering Committee.<br><br>Evaluate the charter of the Field Committee (Associate State Directors) and have it report to the Bureauwide Management Team. |
| . Reinforce the understanding that the WO role in automation is limited to policy guidance and at the Directorate level to providing oversight, requiring compatability and determine sharing and encourage coordination. | Determine the appropriate role of WO Division of Information Resources, especailly in relation to ALMRS and GIS. |

| | |
|---|---|
| . Take an independent look at each automated program to evaluate its necessity towards the mission of the Bureau and describe any overlapping functions. | Task out the evaluation of the systems with the goal of eliminating low priority systems and overlap. |
| . Increase computer literacy and use among executives, managers, and supervisors. | Train executives, managers, and supervisors in the use of computers and word processors.<br>- Encourage managers to use terminals for automation beyond electronic mail.<br>- Review criteria for justification of word processors for managers and supervisors.<br>- As desired, put terminals on desks of State Directors and WO managers.<br>- Publicize successful use of automation.<br>- Provide technical assistance in packaging "marketing" information systems. |

III. IMPROVE SYSTEMS

Issue: There is need to improve the basic management systems within the BLM. The MBO, PIPR, AWP systems use the same data to develop reports, manage programs, and facilitate decisions. These systems should be integrated.

| Recommendation | Implementation Plan |
|---|---|
| . Each of the systems listed above needs to be singularly evaluated as to its proper function. The overlaps should be eliminated and the systems made sub-units of a single Bureau management system. Many field units have already tied these three systems into a single process and some have included the Financial Management System in the combination. | The evaluation/analysis of each system (MBO/AWP/PIPR) as a separate sub-unit should be completed with one task group using various ad hoc groups for inputs. Such an approach will provide continuity in:<br>1) Evaluating individual system findings, and<br>2) Reaching an eventual recommendation to mesh these systems. |

| | |
|---|---|
| . The initiatives of Reform 88 and other policy level actions provide an opportunity for the Bureau to streamline such internal systems as procurement, records, audit functions, classifications, etc. Further steps should be taken to make these systems more effective and efficient. | In addition to Reform 88, A-76, etc., there are further needs to review and modify the various processes and procedures employed in specific activities mentioned versus reducing or combining -- functions and staffing for example. Initiate significant procedural reviews of:<br><br>1) Procurement<br><br>2) Evaluation/Audit<br><br>3) MBO/AWP/PIPR |
| . Any reorganization process of the Headquarters should place the offices of joined systems under the same management leadership. | The meshing of the systems (AWP/MBO/PIPR) under the same management leadership should be an objective considered while accomplishing the recommendations above. The Deputy Director should be considered as the management level. |
| . The overall budget process including proliferation of line items should be addressed during transition. This might allow Congress a chance to restore management flexibility (fewer line items) and/or to allow a two-tiered budget system with priorities being set only on those parts above the minimum level recovery to protect the resource. | Establish a Task Force group involving WO/SO/DSC/DO to complete budgetary process review, etc. Initiate in FY 1985. |

IV. ORGANIZATION

Issue: Management initiatives, new thrusts, trends, budgetary guidance, cost efficiency, decentralization of programs/functions, etc., require the Bureau's present organization needs to be evaluated or immediate actions taken to 1) restructure certain offices, 2) determine if existing organizational concepts are functioning as intended, and 3) establish short and long range plans to implement organizational changes to be responsive.

| Recommendation | Implementation Plan |
|---|---|
| . The Bureau has been implementing field reorganization with the goal of placing as much of our resources at the level of on-the-ground work as is practical. There should be a review of this implementation concept in order to assure that the goals are being attained. Major reorganization at the field level was developed in the 1980-81 field review and established as the basic organization. It | Management and Research (WO) conduct a review of the 1980-81 organization studies as they pertain to the State, District, and Area office reorganization effort and brief Management Team on results in FY 1985. |

should be determined how effective or appropriate the organization pattern serves the objective of decentralization (on-the-ground).

| | |
|---|---|
| . The Washington Office needs to be streamlined. There are too many layers of responsibility. Efforts need to be increased to assure that the WO concentrates on policy guidance and oversight. | Director should provide a bold outline for WO reorganization. A task force should be appointed to work out details of implementation within 18-24 months.<br><br>Such an effort would directly impact DSC/PTC functions, etc., and would suggest, in conjunction with this effort, the DSC needs each of its program responsibilities reviewed and the PTC responsibilities more clearly defined in relation to WO training responsibilities. |
| . When the WO is streamlined, some operational functions may remain only at the field level. Automation must be used in order to retrieve work done at the field in a timely manner. | The Bureauwide Management Team should consider establishing lead field offices for all functions for which the WO is likely to need frequent reports. Singular office inputs must also be recognized. |

V. PERSONNEL

Issue: The personnel management program and related systems need evaluation to ensure the policy and procedures are responsive to 1) on-the-ground mission, and 2) personnel career development and efficiency.

| Recommendation | Implementation Plan |
|---|---|
| . Complete the on-going studies/ tasks of: | |
| - Hunter Report pursuant to the extent identified at the management meeting (SD) in November 1984. | Upon completion of the Hunter contract, present to the Bureauwide Management Team for recommendation to Director. |
| - DM/AM Classification requirement made of BLM by OPM. | Continue to use the Pay/Position Management Steering group in the classification determination with OPM. |
| - Land Management Standards being developed by a task group in BLM. | Develop the "Land Use Standards" as guidelines to be used in conjunction with classification actions. Obtain Departmental approval of these standards as guidelines. |

| | |
|---|---|
| - Career and Managerial Development Plan per Management Meeting (SD) in November 1984. | Proposal currently being reviewed with all offices. Submit feedback to Bureauwide Management Team for recommendations. |
| . Review the HRD Committee Charter and/or needed role of the Committee upon fully implementing the Management Team Concept in BLM. | Upon implementing and clearly identifying the Charters of the Management Team, the Committee's role/needs should be evaluated by the HRD Committee and Management Team in FY 85. |
| . Review the Personnel Management Systems for improved responsiveness to management needs including flexibility required to react to budget initiatives. Decide what Bureau requirements are and seek relief from the Department and OPM. | Establish a task force including representatives from WO/DSC/SO/DO. Initiate in FY 85. Look into streamlining and improving BLM processes and procedures first, then Departmental and OPM. |
| . Overall management of the training program and objectives needs further improvement. Review the Bureau training program and role of the various offices for effectiveness in accomplishing our mission. Provide new direction to the program as warranted. | Establish a task group with the primary objective of developing a managerial process for the coordination, workflow, mission accomplishment, relationships, etc. This group would not evaluate the "courses" or "workshops," but rather the objective is to determine what the program should be and identify the tools and methodology to manage the training program accordingly. |

## VI. PROGRAM THRUSTS

*This section differs somewhat from the preceding five sections. A pervasive question continues to be: What will be the areas of emphasis in the coming years. Suggested answers came from all sources including most of the State Directors. As a first step toward answering the question, suggested thrusts are arrayed in three parts with editorial comments. The first list, Group A, includes most of the suggestions for new initiatives. The second list, Group B, represents those which the work group perceives as having current emphasis or over which there is little discretion but to accomplish. The final list, Group C, includes other programs over which more management options may exist. The management team discussed, in general, the setting of priorities among these "program thrusts" so that Director policy would be based on the results of management decisions. Budgetary capabilities will be a significant factor in program implementation.*

### GROUP A

### NEW THRUSTS

| | |
|---|---|
| . Management Initiatives | |
| - Reform 88<br>- Grace Report | Although BLM has initiated some actions, there are additional initiatives BLM will be requested to pursue. |
| - Presidential | Pursuant to President's new program initiatives in program priorities, budgets, etc. |
| - Department/BLM | All the above as directed by Department/BLM and any new initiatives determined. |
| . Jurisdictional Adjustments | |
| - BLM/FS<br>. Micro | Major administrative responsibility changes. |
| . Minor | Case-by-case to enhance management. |
| - Other Federal Agencies | |
| . Reclamation<br>. FWS<br>. DOE | Pursue withdrawal reviews primarily based on future multiple-use and specific purpose needs of the withdrawal. |

. O&C Blocking

- Management Efficiency with:

  . Private Industry
  . States
  . Federal Agencies
  . Private Individuals

  This can involve:
  . Exchange of Title
  . Sales

. Stewardship Management Concept

- O&C

  . Private Industry
  . State

  This concept would allow certain management responsibilities to be shared through MOUs, etc. BLM remains accountable.

- Public Lands

  . Rangeland Management

  Expand the successful management "concepts" to all of public lands. Not the formal stewardship designations per se.

  . PD Forestry and Woodland Management

  Develop a stewardship concept to more effectively manage programs and share responsibility. BLM remains accountable.

. Forestry Market Policy

- Export Policy/Legislation
- Import Policy/Legislation

  Seek legislation to provide these opportunities to market products (logs).

. Alaska Forestry Program

- Policy
- Program Direction

  Identify and develop clear policy and program objectives to harvest and yet balance with ecosystem and resource needs and land adjustment programs.

. Legislation

- Wild Horse and Burro Sale Authority, etc.

  Continue to pursue for program efficiency and effectiveness.

- Geothermal Extensions and Acreage Limitation

  Pursue and support Congressional intent to enhance development and marketing of this resource.

- Forestry Export/Import Legislation

  Initiate appropriate action to identify needs and strategies.

. Mineral Responsibility/Accountability

| | |
|---|---|
| - USFS<br>- Indians<br>- FWS<br>- NPS<br>- DOD/DOE<br>- BR | Questions still exist as to what the responsibilities and accountability roles should be. Evaluate and develop or update policy statements, functions, etc., resulting in clear understanding. |

. Planning Coordination

| | |
|---|---|
| - State Policy on BLM Lands | States are developing policy statements, program direction on public lands per planning regs. Conflicts will result between State and Federal policy/directives. Expect to modify Federal and/or State desires to resolve conflicts that will challenge Federal and/or State management concepts. |

. Cooperation and Cost Sharing

| | |
|---|---|
| - Reimbursable Accounts | |
| . Monitoring | Attain through more participation. Develop policy/procedures. Expand beyond foraging animals. |
| . R/W | Pursue present direction. |
| . Improvements | Expand beyond R.I. - Need policy. |
| . CMAs | Pursue cooperation within all programs. |
| . Facilities<br>. Personnel<br>. Services | Expand beyond the Reform 88 now being developed. |
| . Recreation | Limit new development in BLM. Provide for others to maintain intensive recreation sites. |
| . Data Studies/Research | Reemphasize policy of BLM participation. |
| . Stewardship Concept | Expand the sound cost-sharing concepts. |
| . CEQ Requirements | Require more input by those initiating the application or need for EA/EIS. |

. Generate Revenues

- FMV

  . Products vs. Free Use
  . Products vs. Public Uses
  . Products vs. Products

  Question is should all products and uses be subject to FMV? Should this vary by programs, activities, etc.? This requires a thorough analysis and direction to clear uncertainties, etc.

- Services

  . Applications through Authorization Processes
    - Complete Service Charge
    - Partial Service Charge

  Charge for all services, some services, variation of services? Analyze and provide direction/policy.

GROUP B

CURRENT EMPHASIS

. Land Disposal

- Exchanges/Sales
  . Federal
  . State/County/City
  . Private
  . Industry

  Program should be oriented toward:
  . Specific application
  . Specific needs
  . Limit to lands where the possibility to consummate the action is a "real" possibility.

- Legislative Directives

  Pursue such things as Santini-Burton, Navajo/Hopi, etc.

- R&PP (Good Neighbor)

  Must maintain to allow community expansion and state/county/city public services.

. Record Management

- Pipeline Basis

  A must per current direction.

- Services

  Prompt and accurate capability needed. Major investments are attached to BLM capabilities.

- Management (Entry, Retrieval, etc.)

  Establish and implement effective procedures and systems.

. Timber Management

- Improvement for Sustained Yield — A must to meet production needs in the future.
- Worst Case Analysis — Covers herbicide and other management analysis required.

. Monitoring

- All foraging animals — Monitoring is a must to demonstrate BLM's effectiveness in accomplishing its job/mission. Expand the capability.
- Cooperation/Coordination
  - . BLM only
  - . BLM and cooperators
  - . Cooperators
    - Agencies
    - Individuals
    - Etc.

  — Involve all cooperation possible. BLM remains accountable, but it can use solid input obtained through acceptable methods.
- Monitoring LUP/RMP — Major LUP decisions that establish program direction must be monitored to ensure on-the-ground actions are developed and implemented with the appropriate framework.
- Monitoring Other Uses — Examples are such things as ORV, timber harvest, etc.

. Wild Horses and Burros

- Congressional Mandate — Gathering pursuant to appropriations language.
- Develop Overall Program Concept
  - . Inventory
  - . Capture
  - . Adoption
  - . Monitor
  - . Management (Maintain/Adjust/Etc.)

  — Work to get in this mode and change BLM perception of only a capture program to total wild horse and burro management.

| | |
|---|---|
| . Coal Program | |
| - Linowes Report<br>- OTA | Pursue present BLM direction in response to reports. |
| - Departmental/BLM Policy<br>- States' Policy/Role | Pursue per BLM direction. |
| . SIMO Program | |
| - Competitive<br>- Noncompetitive | Pursue to resolution, including the options of competitive and non-competitive offerings. |
| . O&G Program | |
| - Exploration<br>- Leasing<br>- I&E | The intent is to develop program opportunities and ensure effective production management. |
| . Geothermal | |
| - Increase Acreage Limitation | This is important to enhance industry's capability to develop this resource. |
| - "Extension of Time" legislative amendment | BLM pursue and support the intent of Congress to extend the time to allow for production to be marketed. |
| . WSAs | |
| - Strategy | |
| . With BLM/Department/State Government | Ensure appropriate coordination with Governors per planning regulations and Director/Department. |
| . With Congressional | Various states (Congressional) differ in the approach to wilderness legislation, such as statewide, regional, etc. BLM must be aware and ensure all understand the variations. |
| . Interim Management Policy | Ensure appropriate IMP management policy is adhered to. Important and sensitive to accomplishing wilderness objectives and minimizing concerns. |

. Hazardous Waste

- High Toxic Waste Sites (National) — Highly sensitive. BLM to keep current on activity and need for timely involvement.
- Mining Activity
  . Example: Cyanide — Require WO policy and procedural direction.
- Policy/Procedure for Low and High Waste
  . Transfer to State
  . Management of Adjoining Federal Lands — Will high toxic sites require different policy and management guidance? Appears so!

GROUP C

OTHER THRUSTS

. Withdrawal Review

- BLM — Continue to review existing withdrawals and closely analyze any new applications for withdrawals.
- Other Agencies
  . BR
  . FS
  . GS
  . Etc. — This is still a problem area requiring other agency input for BLM to meet FLPMA requirements. Maintain program awareness and emphasis.

. Woodland/Forestry Management

- Products
  . Poles, Posts
  . Board Feet — Public and commercial demands will increase and program development should keep pace.
- Woodland Products
  . Lumber
  . Oils
  . By products
  . Etc. — More emphasis is being placed on such uses by states, industry, etc. Economics is the primary factor in getting the commercial interests launched in many instances. BLM needs to be ready; start now.

. Mineral Availability

- Determine Available Resources
- Management to meet National Program Needs — The best way to respond is to know our resources (inventory) and retain and manage such resources.

. Water Rights

- Reserved Waters — Reserved waters are still major issue in some states. Also be aware that GAO has a report on the overall water rights question.

. Recreation Program

- Intensive vs. Extensive

  Program direction needs to be revisited and reemphasized.

- River Management
  . Policy
  . Limited River Management Areas

  BLM cannot manage all rivers for example. What's the criteria for those BLM manage and its accountability/responsibility?

. Protection and Operational Programs

- Emergency Needs
  . Fire
  . Flood

  BLM's ability to timely pursue or participate requires improvement.

- Pest/Weed Control

  Pesticide issue involved here primarily.

- On-the-ground Maintenance of:
  . BLM investments
  . BLM/Cooperator investments
  . Individual/Interest Investments on PD

  Insure that BLM policies address the level of program and responsibility for protecting existing investments. This does not suggest all investments should be retained.

. Economic Standards and Thresholds on (C/E or B/C):

- RMPs
- EISs
- Systems (ADP, Comm., etc.)
- Others

  With emphasis on cost efficiency being a must, a method of analysis is necessary to analyze the "pay off" related to the level of 'work' going into these efforts.

. Wildlife Management

- Riparian Habitat
  . T&E Habitat
  . Other Riparian Areas

  BLM's management and responsibilities are being emphasized by interest groups. Acceleration of efforts being demanded.

# TASK FORCE
# PROPOSED RECOMMENDATION

IN REPLY REFER TO:

1400-511
(NV-910)

# United States Department of the Interior

BUREAU OF LAND MANAGEMENT
NEVADA STATE OFFICE
300 Booth Street
P.O. Box 12000
Reno, Nevada 89520

Memorandum

January 25, 1985

To : State Directors, Deputy Directors, SCD and D-BIFC

From : Chairman, Task Force on Management Issues of the Future

Subject: Management Issues of the Future

Enclosed for your review is the Task Team's Recommendations (Enclosure 1), and backup material included in memorandum dated November 8, 1984 (Enclosure 2). Plan to discuss any further inputs you may have at the upcoming management meeting in February.

The format for the proposed recommendations addresses issues, recommendations, and implementation strategy to better depict all the input received in this assignment. The format of Sections I through V is planned as shown; however, Section VI may require additional work subject to further input by the Bureau Management Team. The extent we discuss this package is dependent upon the Director/Associate Director and the Management Team. The Task Team is not planning a lengthy presentation, but will respond as required.

Your review should look for clarity and understanding as well as any appropriate comments you may have to assist in completion of the assignment. In particular, your comments on Section VI as to the groupings and a discussion on priority or program significance would be most helpful in completing Section VI.

As you remember, we are in the issues/thrusts identification stage and have not applied management, budgetary, policy, etc., constraints to the process to-date. This will have to be considered in the next stage of decision making and implementation. Further, we have not included detailed procedures suggested in implementing these recommendations, as these will be developed through the implementation strategy. However, your inputs will be made available to those charged with developing the detailed processes and procedures of implementation. Even so, a general discussion of the influences of the constraints and implementation strategy may be timely in the overall discussion to pursue the recommendations.

Should you have any questions prior to the February meeting, please contact any member of the Task Team. Your interest and input in this effort has been most appreciated.

3 Enclosures:
Encl. 1 - Recommendations dated 1/25/85
Encl. 2 - Memorandum dated 11/8/84
Encl. 3 - Overview Statement dated 1/25/85

MANAGEMENT ISSUES OF THE FUTURE TASK FORCE RECOMMENDATIONS

I. TEAM MANAGEMENT CONCEPT

Issue: The BLM is a very decentralized agency with individual units operating with a high degree of delegated authority. A team management concept can promote interdependence, consistency, and flexibility. The Director can better manage the Bureau with the aid of the management teams described below.

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| . The Management Teams would develop the teams management strategy, the extent of issues to consider, the setting of schedules, and how the two teams will relate. Each team may consider a team building exercise to enhance their effectiveness. | At early meetings, each team would consider potential roles of the team in aiding the Director (including but not limited to):<br><br>- Developing objectives<br><br>- Policy advice<br><br>- Priority setting<br><br>- Budget strategy<br><br>- Personnel policy |

1/25/85

- Conflict resolution

- Develop strategies for critical issues including issues which involve the entire Bureau

- A major role of Deputies in the WO Management Team could be representation of State Directors on issues under their purview.

. Encourage State Directors to continue (or create if not in place) State Management Teams for development of Statewide policies, strategies and issues. These might be patterned after the two Bureau teams. These teams may further be major sources of issue identification information, and suggested resolution of problems for the Bureauwide Management Team.

Bureauwide Management Team should evaluate the needed relationship with the State Management Team once the process is operational.

II. INFORMATION MANAGEMENT/AUTOMATION

Issue: The Bureau must improve management of its information. All the management systems of the Bureau/Directives, Budget, Finance, Personnel, Planning -- require collection and analysis of data which must be automated if the information is to be timely and useful.

| Recommendation | Implementation Plan |
|---|---|
| . Insure Information Management is an integral part of the overall management and decision-making processes. At the same time, streamline the management process for information. | Assign overall responsibility to the new Bureauwide Management Team and abolish the present Steering Committee.<br><br>Evaluate the charter of the Field Committee (Associate State Directors) and have it report to the Bureauwide Management Team. |
| . Reinforce the understanding that the WO role in automation is limited to policy guidance and at the Directorate level to providing oversight, requiring compatability and determine sharing and encouraging coordination. | Determine the appropriate role of WO Division of Information Resources, especially in relation to ALMRS and GIS. |
| . Take an independent look at each automated program to evaluate its necessity towards the mission of the Bureau and describe any overlapping functions. | Task out the evaluation of the systems with the goal of eliminating low priority systems and overlap. |

| | |
|---|---|
| . Increase computer literacy and use among executives, managers and supervisors. | Train executives, managers and supervisors in the use of computers and word processors.<br><br>- Encourage managers to use terminals for automation beyond electronic mail.<br><br>- Review criteria for justification of word processors for managers and supervisors.<br><br>- As desired, put terminals on desks of State Directors and WO managers.<br><br>- Publicize successful use of automation.<br><br>- Provide technical assistance in packaging "marketing" information systems. |

III. IMPROVE SYSTEMS

Issue: There is need to improve the basic management systems within the BLM. The MBO, PIPR, AWP systems use the same data to develop reports, manage programs, and facilitate decisions. These systems should be integrated.

| Recommendation | Implementation Plan |
|---|---|
| . Each of the systems listed above needs to be singularly evaluated as to its proper function. The overlaps should be eliminated and the systems made sub-units of a single Bureau management system. Many field units have already tied these three systems into a single process and some have included the Financial Management System in the combination. | The evaluation/analysis of each system (MBO/AWP/PIPR) as a separate sub-unit should be completed with one task group using various ad hoc groups for inputs. Such an approach will provide continuity in:<br><br>1) Evaluating individual system findings, and<br><br>2) Reaching an eventual recommendation to mesh these systems. |
| . The initiatives of Reform 88 and other policy level actions provide an opportunity for the Bureau to streamline such internal systems as procurement, records, audit functions, classifications, etc. Further steps should be taken to make these systems more effective and efficient. | In addition to Reform 88, A-76, etc., there are further needs to review and modify the various processes and procedures employed in specific activities mentioned versus reducing or combining--functions and staffing for example. Initiate significant procedural reviews of:<br><br>1) Procurement |

2) Evaluation/Audit

3) MBO/AWP/PIPR

- Any reorganization process of the Headquarters should place the offices of joined systems under the same management leadership.

The meshing of the systems (AWP/MBO/PIPR) under the same management leadership should be an objective considered while accomplishing the recommendations above. The Deputy Director should be considered as the management level.

- The overall budget process including proliferation of line items should be addressed during transition. This might allow Congress a chance to restore management flexibility (fewer line items) and/or to allow a two-tiered budget system with priorities being set only on those parts above the minimum level recovery to protect the resource.

Establish a Task Force group involving WO/SO/DSC/DO to complete budgetary process review, etc. Initiate in FY 1985.

IV. ORGANIZATION

Issue: Management initiatives, new thrusts, trends, budgetary guidance, cost efficiency, decentralization of programs/functions, etc., require the Bureau's present organization needs to be evaluated or immediate actions taken to 1) restructure certain offices, 2) determine if existing organizational concepts are functioning as intended, and 3) establish short and long range plans to implement organizational changes to be responsive.

- The Bureau has been implementing field reorganization with the goal of placing as much of our resources at the level of on-the-ground work as is practical. There should be a review of this implementation concept in order to assure that the goals are being attained. Major reorganization at the field level was developed in the 1980-81 field review and established as the basic organization. It should be determined how effective or appropriate the organization pattern serves the objective of decentralization (on-the-ground).

Management and Research (WO) conduct a review of the 1980-81 organization studies as they pertain to the State, District, and Area office reorganization effort and brief Management Team on results in FY 1985.

| | |
|---|---|
| . The Washington Office needs to be streamlined. There are too many layers of responsibility. Efforts need to be increased to assure that the WO concentrates on policy guidance and oversight. | Director should provide a bold outline for WO reorganization. A task force should be appointed to work out details of implementation within 18-24 months.<br><br>Such an effort would directly impact DSC/PTC functions, etc., and would suggest, in conjunction with this effort, the DSC needs each of its program responsibilities reviewed and the PTC responsibilities more clearly defined in relation to WO Training responsibilities. |
| . When the WO is streamlined, some operational functions may remain only at the field level. Automation must be used in order to retrieve work done at the field in a timely manner. | The Bureauwide Management Team should consider establishing lead Field Offices for all functions for which the WO is likely to need frequent reports. Singular office inputs must also be recognized. |

V. PERSONNEL

Issue: The personnel management program and related systems need evaluation to ensure the policy and procedures are responsive to 1) on-the-ground mission, and 2) personnel career development and efficiency.

| Recommendation | Implementation Plan |
|---|---|
| . Complete the on-going studies/tasks of: | |
| - Hunter Report pursuant to the extent identified at the management meeting (SD) in November 1984. | Upon completion of the Hunter contract, present to the Bureauwide Management Team for recommendation to Director. |
| - DM/AM Classification requirement made of BLM by OPM. | Continue to use the Pay/Position Management Steering group in the classification determination with OPM. |
| - Land Management Standards being developed by a task group in BLM. | Develop the "Land Use Standards" as guidelines to be used in conjunction with classification actions. Obtain Departmental approval of these standards as guidelines. |
| - Career and Managerial Development Plan per Management Meeting (SD) in November 1984. | Proposal currently being reviewed with all offices. Submit feedback to Bureauwide Management Team for recommendations. |

| | |
|---|---|
| . Review the HRD Committee Charter and/or needed role of the Committee upon fully implementing the Management Team Concept in BLM. | Upon implementing and clearly identifying the Charters of the Management Team, the Committee's role/ needs should be evaluated by the HRD Committee and Management Teams in FY 85. |
| . Review the Personnel Management Systems for improved responsiveness to management needs including flexibility required to react to budget initiatives. Decide what Bureau requirements are and seek relief from the Department and OPM. | Establish a task force including representatives from WO/DSC/SO/DO. Initiate in FY 85. Look into streamlining and improving BLM processes and procedures first, then Departmental and OPM. |
| . Overall management of the training program and objectives needs further improvement. Review the Bureau training program and role of the various offices for effectiveness in accomplishing our mission. Provide new direction to the program as warranted. | Establish a task group with the primary objective of developing a managerial process for the coordination, workflow, mission accomplishment, relationships, etc. This group would not evaluate the "courses" or "workshops," but rather the objective is to determine what the program should be and identify the tools and methodology to manage the training program accordingly. |

## VI. PROGRAM THRUSTS

This section differs somewhat from the preceding five sections. A pervasive question continues to be: What will be the areas of emphasis in the coming years. Suggested answers came from all sources including most of the State Directors. As a first step toward answering the question, suggested thrusts are arrayed in three parts with editorial comments. The first list, Group A, includes most of the suggestions for new initiatives. The second list, Group B, represents those which the work group perceives as having current emphasis or over which there is little discretion but to accomplish. The final list, Group C, includes other programs over which more management options may exist. It is expected that the management team would discuss the setting of priorities among these "program thrusts" so that Director policy will be based on the results of hard management decisions. Budgetary capabilities will be a significant factor in program implementation.

### GROUP A

### NEW THRUSTS

| | |
|---|---|
| . Management Initiatives | |
| - Reform 88<br>- Grace Report | Although BLM has initiated some actions, there are additional initiatives BLM will be requested to pursue. |
| - Presidential | Pursuant to President's new program initiatives in program priorities, budgets, etc. |
| - Department/BLM | All the above as directed by Department/BLM and any new initiatives determined. |
| . Jurisdictional Adjustments | |
| - BLM/FS<br>. Micro | Major administrative responsibility changes. |
| . Minor | Case-by-case to enhance management. |
| - Other Federal Agencies | |
| . Reclamation<br>. FWS<br>. DOE | Pursue withdrawal reviews primarily based on future multiple-use and specific purpose needs of the withdrawal. |

. O&C Blocking

- Management Efficiency with:

  . Private Industry
  . States
  . Federal Agencies
  . Private Individuals

  This can involve:
  . Exchange of title
  . Sales

. Stewardship Management Concept

- O&C

  . Private Industry
  . State

  This concept would allow certain management responsibilities to be shared through MOUs, etc. BLM remains accountable.

- Public Lands

  . Rangeland Management

  Expand the successful management "concepts" to all of public lands. Not the formal stewardship designations per se.

  . PD Forestry and Woodland Management

  Develop a stewardship concept to more effectively manage programs and share responsibility. BLM remains accountable.

. Forestry Market Policy

- Export Policy/Legislation
- Import Policy/Legislation

Seek legislation to provide these opportunities to market products (logs).

. Alaska Forestry Program

- Policy
- Program Direction

Identify and develop clear policy and program objectives to harvest and yet balance with ecosystem and resource needs and land adjustment programs.

. Legislation

- Wild Horse and Burro Sale Authority, etc.

  Continue to pursue for program efficiency and effectiveness.

- Geothermal Extensions and Acreage Limitation

  Pursue and support Congressional intent to enhance development and marketing of this resource.

- Forestry Export/Import Legs.

  Initiate appropriate action to identify needs and strategies.

. Mineral Responsibility/Accountability

- USFS
- Indians
- FWS
- NPS
- DOD/DOE
- BR

Questions still exist as to what the responsibilities and accountability roles should be. Evaluate and develop or update policy statements, functions, etc., resulting in clear understanding.

. Planning Coordination

- State Policy on BLM Lands

States are developing policy statements, program direction on public lands per planning regs. Conflicts will result between State and Federal policy/ directives. Expect to modify Federal and/or State desires to resolve conflicts that will challenge Federal and/or State management concepts.

. Cooperation and Cost Sharing

- Reimbursable Accounts

| | |
|---|---|
| . Monitoring | Attain through more participation. Develop policy/procedures. Expand beyond foraging animals. |
| . R/W | Pursue present direction. |
| . Improvements | Expand beyond R.I. - Need policy. |
| . CMAs | Pursue cooperation within all programs. |
| . Facilities<br>. Personnel<br>. Services | Expand beyond the Reform 88 now being developed. |
| . Recreation | Limit new development in BLM. Provide for others to maintain intensive recreation sites. |
| . Data Studies/Research | Reemphasize policy of BLM participation. |
| . Stewardship Concept | Expand the sound cost sharing concepts |
| . CEQ Requirements | Require more input by those initiating the application or need for EA/EIS. |

. Generate Revenues

- FMV

  . Products vs. Free Use
  . Products vs. Public Uses
  . Products vs. Products

  Question is should all products and uses be subject to FMV? Should this vary by programs, activities, etc.? This requires a thorough analysis and direction to clear uncertainties, etc.

- Services

  . Applications through Authorizations Processes
    - Complete Service Charge
    - Partial Service Charge

  Charge for all services, some services, variation of services? Analyze and provide direction/policy.

GROUP B

CURRENT EMPHASIS

. Land Disposal

- Exchanges/Sales
  . Federal
  . State/County/City
  . Private
  . Industry

  Program should be oriented toward:
  . Specific application
  . Specific needs
  . Limit to lands where the possibility to consumate the action is a "real" possibility.

- Legislative Directives

  Pursue such things as Santini-Burton, Navajo/Hopi, etc.

- R&PP (Good Neighbor)

  Must maintain to allow community expansion and state/county/city public services.

. Record Management

- Pipeline Basis

  A must per current direction.

- Services

  Prompt and accurate capability needed. Major investments are attached to BLM capabilities.

- Management (Entry, Retrieval, etc.)

  Establish and implement effective procedures and systems.

. Timber Management

- Improvement for Sustained Yield — A must to meet production needs in the future.
- Worst Case Analysis — Covers herbicide and other management analysis required.

. Monitoring

- All foraging animals — Monitoring is a must to demonstrate BLM's effectiveness in accomplishing its job/mission. Expand the capability.
- Coop/Coordination
  . BLM only
  . BLM and cooperators
  . Cooperators
    - Agencies
    - Individuals
    - Etc.

  Involve all cooperation possible. BLM remains accountable, but it can use solid input obtained through acceptable methods.
- Monitoring LUP/RMP — Major LUP decisions that establish program direction must be monitored to ensure on-the-ground actions are developed and implemented with the appropriate framework.
- Monitoring Other Uses — Examples are such things as ORV, timber harvest, etc.

. Wild Horses and Burros

- Congressional Mandate — Gathering pursuant to appropriations language.
- Develop Overall Program Concept
  . Inventory
  . Capture
  . Adoption
  . Monitor
  . Management (Maintain/Adjust, etc.)

  Work to get in this mode and change BLM perception of only a capture program to total wild horse and burro management.

| | |
|---|---|
| . Coal Program | |
| - Linowes Report<br>- OTA | Pursue present BLM direction in response to reports. |
| - Departmental/BLM Policy<br>- States' Policy/Role | Pursue per BLM direction |
| . SIMO Program | |
| - Competitive<br>- Noncompetitive | Pursue to resolution, including the options of competitive and non-competitive offerings. |
| . O&G Program | |
| - Exploration<br>- Leasing<br>- I&E | The intent is to develop program opportunities and ensure effective production management. |
| . Geothermal | |
| - Increase Acreage Limitation | This is important to enhance industry's capability to develop this resource. |
| -"Extension of Time" legislative amendment | BLM pursue and support the intent of Congress to extend the time to allow for production to be marketed. |
| . WSAs | |
| - Strategy | |
| . Within BLM/Dept./State Government | Ensure appropriate coordination with Governors per planning regulations and Director/Department. |
| . With Congressional | Various states (Congressional) differ in the approach to wilderness legislation, such as statewide, regional, etc. BLM must be aware and ensure all understand the variations. |
| . Interim Management Policy | Ensure appropriate IMP management policy is adhered to. Important and sensitive to accomplishing wilderness objectives and minimizing concerns. |

. Hazardous Waste

| | |
|---|---|
| - High Toxic Waste Sites (National) | Highly sensitive. BLM to keep current on activity and need for timely involvement. |
| - Mining Activity .Example: Cyanide | Require WO policy and procedural direction. |
| - Policy/Procedure for Low and High Waste<br>. Transfer to State<br>. Management of Adjoining Federal Lands | Will high toxic sites require different policy and management guidance? Appears so! |

GROUP C

OTHER THRUSTS

. Withdrawal Review

| | |
|---|---|
| - BLM | Continue to review existing withdrawals and closely analyze any new applications for withdrawals. |
| - Other Agencies<br>. BR<br>. FS<br>. GS<br>. Etc. | This is still a problem area requiring other agency input for BLM to meet FLPMA requirements. Maintain program awareness and emphasis. |

. Woodland/Forestry Management

| | |
|---|---|
| - Products<br>. Poles, Posts<br>. Board Feet | Public and commercial demands will increase and program development should keep pace. |
| - Woodland Products<br>. Lumber<br>. Oils<br>. By products<br>. Etc. | More emphasis is being placed on such uses by states, industry, etc. Economics is the primary factor in getting the commercial interests launched in many instances. BLM needs to be ready; start now. |

. Mineral Availability

| | |
|---|---|
| - Determine Available Resources<br>- Management to meet National Program Needs | The best way to respond is to know our resources (inventory) and retain and manage such resources. |

. Water Rights

| | |
|---|---|
| - Reserved Waters | Reserved waters are still major issue in some states. Also be aware that GAO has a report on the overall water rights question. |

. Recreation Program

- Intensive vs. Extensive

Program direction needs to be revisited and reemphasized.

- River Management
  . Policy
  . Limited River Management Areas

BLM cannot manage all rivers for example. What's the criteria for those BLM manage and its accountability/ responsibility?

. Protection and Operational Programs

- Emergency Needs
  . Fire
  . Flood

BLM's ability to timely pursue or participate requires improvement.

- Pest/Weed Control

Pesticide issue involved here primarily.

- On-the-ground Maintenance of:
  . BLM investments
  . BLM/Cooperator investments
  . Individual/Interest Investments on PD

Insure that BLM policies address the level of program and responsibility for protecting existing investments. This does not suggest all investments should be retained.

. Economic Standards and Thresholds on (C/E or B/C)

- RMPs
- EISs
- Systems (ADP, Comm., etc.)
- Others

With emphasis on cost efficiency being a must, a method of analysis is necessary to analyze the "pay-off" related to the level of "work" going into these efforts.

. Wildlife Management

- Riparian Habitat
  . T&E Habitat
  . Other Riparian Areas

BLM's management and responsibilities are being emphasized by interest groups. Acceleration of efforts being demanded.

# OVERVIEW STATEMENT

These recommendations represent the work of the Task Force Team on Management Issues of the Future which was established by the Director following the State Directors' Meeting in March 1984. The Team was charged with looking to the future and making suggestions concerning management changes which would be positive in light of likely future demands on the Bureau. The recommendations have been developed through consultation with the Directorate, State Directors, Director,BIFC/DSC.

Recommendations are categorized into six sections. The first five recommend major areas of direction for internal management of the Bureau. Section VI addresses future thrusts. Although many conclusions seem obvious, they are the result of a great deal of discussion,effort and refinement. A brief discussion of the intent of each section is as follows:

I. Team Management Concept - The focus here is to solidify the lines of authority and activity in setting priority, conflict management, and budget decisions. Suggestions involve increased teamwork among the Director and Deputies and they involve renaming the State Directors' Meeting to the BUREAU MANAGEMENT TEAM.

II. Automation/Information - Here the focus is on getting management control over the proliferation of ADP issues and keeping the reason for automation such that it serves the mission of the Bureau.

III. Improved Systems - As emphasis and leadership have changed, so have the management systems. Here the purpose is to evaluate the various systems to establish what each should do for management and then to integrate the control over these systems in order to eliminate duplication of effort and improve efficiency.

IV. Organization - A major field organization began four years ago as the result of extensive study. The merger with MMS altered the field structure. This section calls for an update of success in the field organization and for the restructure of the Washington Office.

V. Personnel - The intent is to recognize the importance of the employee and accountability to the Bureau's management which includes attaining the most from our training investment, removing uncertainty from career development and improvement of the personnel system.

VI. This section identifies PROGRAM THRUSTS. The lists are not comprehensive but includes those mentioned by the Task Force Team. The Program Thrusts are arrayed as follows: Group A is a make-up of essentially new directions. Group B are important and accomplishments a must. Group C may allow more management discretion. (A discussion on program significance and priority by the Management Team would be helpful in completing this section.)

# TASK FORCE "WHITE PAPER"

# BUREAU MANAGEMENT TEAM INPUT

## WORKSHEET SUMMARY - SECTION VIII

IN REPLY REFER TO:

# United States Department of the Interior

1400-511
(NV-910)

BUREAU OF LAND MANAGEMENT
NEVADA STATE OFFICE
300 Booth Street
P.O. Box 12000
Reno, Nevada 89520

Memorandum

November 8, 1984

To : State Directors, Deputy Directors, SCD and D-BIFC

From : Chairman, Task Force on Management Issues of the Future

Subject: Management Issues of the Future

The team was pleased with the seriousness of the responses to the "white paper" summary distributed by memo of 8/30/84. The quality and thoroughness of the input indicates your interest.

As the team worked through the responses on Section VIII of the summary, several themes were repeated often enough to deserve noting:

1. Place emphasis on manager/personnel development, counseling and training.

2. Headquarters size, organization layering and functions should be evaluated and streamlined.

3. The Bureau should consider timely evaluation of the "State Office, District Office, Resource Area" organizational structures, etc.

4. The Bureau should insure timely evaluation of ADP needs, planning analysis, costs, and management strategy for a successful and effective automation implementation program.

Enclosed is a copy of the summary distributed by memo dated 8/30/84 (enclosure 1), and a partial listing (enclosure 2) of activities currently being pursued in the Bureau which relate to the summary and follow-up actions that may be identified. Finally, our worksheet (enclosure 3) relists Section VIII from the summary in the first column. The second column of the worksheet is a listing of representative comments from your feedback. In some cases the comments represent extensions, and others are cautionary. The third column on the worksheet is for suggested actions or initiatives which should develop from discussions the week of November 12. When completed, we together have a product.

Enclosures: 3
1. Memo dated 8/30/84
2. Partial Listing of Activities
3. Worksheet-Section VIII

IN REPLY REFER

# United States Department of the Interior

1400-511
(NV-910)

BUREAU OF LAND MANAGEMENT
NEVADA STATE OFFICE
300 Booth Street
P.O. Box 12000
Reno, Nevada 89520

Memorandum

August 30, 1984

To : SDs/DDs

From : Edward F. Spang, Chairman, Task Force on Management Issues of the Future

Subject: Management Issues of the Future - Review and Input

At the State Directors' meeting July 17-18, 1984, it was decided to send State Directors and Deputy Directors a copy of the Task Group's material/information to obtain additional input into the Team's effort. Your input will be used in the presentation scheduled at the SDs' meeting in November. This meeting will provide another opportunity to assess the direction of the "product" prior to concluding the Task Group's assignment.

The enclosed "white paper" is a general recap of the Task Group's efforts. It consists of eight sections. The first seven sections contain more detail on the outline presented at the July meeting. Section VIII - Management Suggestions - includes some of the Team's thoughts but does not represent any conclusions at this point.

Although you are invited to comment and/or contribute to any part of this paper, Section VIII is of the most importance and requires your particular attention and input. This section is where we should capture the major management issues/thrusts from which to identify initiatives and/or action in the Bureau. Categorize your comment within the "Management Issues" identified if possible. However, it is most important that we get your ideas, so feel free to propose other"management issues" or express your input in any way that you feel may be appropriate to relate your message.

Your comments/inputs are to be submitted by cob 10/8/84. Please furnish one copy each to Ed Spang, State Director, Nevada, and one to John Moeller, Chief, Division of Management Research, WO.

The team will plan to convene the week of October 22nd in preparation for the SDs' meeting.

Enclosures: 2
1. Management Issues of the Future (white paper)
2. Management Issues Task Group - SDs' Meeting

MANAGEMENT ISSUES OF THE FUTURE

I. INTRODUCTION AND BACKGROUND

At the State Directors' Meeting in San Diego in March 1984, the Director put a half-day on the agenda for presentations on Reform 88, the Grace Commission Report, "grade bulge" reduction and other Presidential initiatives which will affect BLM. Related reports were made on manager training, resource management planning and personnel classification.

Because of the high interest of the State Directors--and the questions that discussion raised about the future of BLM--the Director established a six-member Task Group on Management Issues to look at where BLM should be, and how to take the initiative to get there. Initial feedback was provided to Director/Associate Director, DDs and SDs on July 17, 1984, with the request to furnish them with a copy of the materials to-date and provide an opportunity for additional input. This paper reflects the background material to-date and is for the purpose of obtaining input into the Task Group's effort and identifying initiatives the Bureau needs to do or consider (Section VIII - Management Suggestions).

Presently, the Bureau if pursuing or participating in various studies, evaluations, and initiatives. The following were acknowledged in the Task Group exercise:

1. Presidential Management Improvement Initiatives

   . Reform 88: No growth in the budget through 1989
     - Consolidate administrative functions and reduce number of systems
     - Improve delivery of systems to public and users
     - Reduce costs and increase revenues

   . A-76: More use of the private sector

   . Grace Commission: Reduce cost of Federal government services

   . Grade Bulge Reductions: Fewer GS/GM 11-15s

2. The Bureau is responding to the recommendations on the coal program:

   . Linowes Commission: On fair market value and leasing program

   . Office of Technology Assessment (OTA) Report: Relating to planning and environmental concerns

3. Classification studies are being done on:

   . field managers

   . other selected occupations

4. Major automation projects: ALMRS, GIS, FMS, etc.

II. OBJECTIVES of the Task Group:

1. Assess management challenges facing BLM for the next 5-7 years

2. Identify basic assumptions/criteria leading to BLM outlook/needs

3. Recognize short and long-term impacts

4. Identify management issues/goals and a strategy for achieving them.

III. ASSUMPTIONS/PARAMETERS - assumptions provided the group:

1. FLPMA is sound--and will remain the charter for BLM

2. Recognize fiscal climate

3. Ideas to be realistic/practical

4. Organization, Personnel and Systems to be responsive to future.

IV. APPROACH taken by the Task Group was to:

1. Start with Trend indicators, a look at where the world is going (real and anticipated, direct and indirect).

2. Identify issues

   . Some issues new, but recognizing many are old, and may require modification/update

   . Issues to relate to Bureau's mission (now/future)

3. Define the major threads which go through the discussion

4. Provide the Director with management suggestions for major future issues

   . To provide management direction

   . To help set priorities

   . To provide a framework for ongoing studies and activities

   . To identify some immediate steps/programs the Director and Bureau can initiate (short and long-term).

The Task Group's intention is for the Bureau to...SEIZE THE INITIATIVE!

Be results/action oriented
Assess/Assess/Assess--and keep the Director informed
Develop Employee Awareness
Put out the message on the positive things we do
Capitalize on studies and initiatives being conducted now and in the future (Presidential Initiatives, FMV Reports, A-76, Classification, Departmental/Bureau, etc.)

## V. TRENDS POTENTIALLY AFFECTING BLM

The Bureau of Land Management is affected by a number of trends which are global, national and local in scope. This listing identifies some of these trends, but does not imply either approval or disapproval. These trends were considered important because of their potential effect on BLM's mission. Note too that some trends may contradict others, and trends may be at different points in their cycle.

1. Government Initiatives
   The initiatives include such things as Reform 88, A-76, Grace Report, Linowes, OTA, etc., that are mentioned elsewhere in this paper. These significant trend indicators were part of this trend evaluation process.

2. Government/Media
   - State legislatures/media are good indicators of public concerns
   - What's in statehouses now will end up in Congress this decade, e.g., ...
   - Media is seeking information at local levels
     -- trend is to obtain on-the-ground information (requires appropriate awareness of policy, etc.)

3. Judicial
   - More decisions made for us by the Judicial System
     - New policies and regulations being tested across the board
     - Anticipate impacts on management latitude

4. Public Coordination and Consultation
   - We continue to have more and more diverse interests in the public lands
   - Publics will have more options and greater demands
     - expanded interest on public lands
   - Consultation requirements more diverse in future
   - Diverse interests are not just local, but state (urban) and national groups
     - Greater need to "read the pulse" (awareness)
     - Interdependence needed in the flow and sharing of information
   - FLPMA is not the cause of multiple use, but the reflection of it.

5. Automation/Information
   - We are moving to an information society
     - Each day the world produces 600 million pages of computer printout, and 270 million photocopies (BLM DSC prints about 35 million lines of computer printout per month).
   - Computers are a must in the workplace (private/government)
     - 60% of workers now deal in "information"
   - There's not one big Honeywell, but lots of little ones, giving power to individuals (BLM field managers will face this in dealing with individual users).
   - BLM is evaluating the role and potentials of computers
   - Nationally, Megatrends says "the increase in High-Tech is being balanced by more emphasis on human responses/needs"-- not sure that's happening in government as in private sector.
   - Need to control and manage data and information - for mission and management needs.

6. Improved Systems
   - Simplification of procedures and systems including systems integration
   - Oriented to meeting management needs, as well as staff needs
   - Update of systems to meet new thrusts and management issues.

7. Organization/Personnel
   - Managers shift to people orientation and worker involvement
     - New emphasis is "working" - participation/efficiency
     - Workers want to participate, e.g., quality circles
   - More blending of management and networking within institutions
     - Ties closely to increased information capabilities -- computers will talk horizontally as well as vertically
   - Moving from centralized to decentralized institutions
     - BLM could be an instructor in this; we're ahead of the pack
     - But there may (will) be variations to decentralization, e.g., Grace Commission on administrative centers
     - Need to evaluate function-by-function rather than hard rule
   - Focus on helping the worker who is doing the line job
     - Since World War II staff jobs have become more appealing
     - But staffs are now too high: Ford has 12 layers between its President and a line worker; Toyota has 7
     - Managements are cutting back Headquarters staffs drastically; In Search of Excellence says 100 is the magic number for a headquarters
     - Decentralization means decisions to the lowest possible level.

8. Other Indicators

. We are moving from a national to a global economy
  - World competition and interdependence
  - BLM is affected by oil, timber and others (e.g., coal, meat)
  - But most importantly by the import of money, third-world debts, and the value of other currencies on the Nation's economy

. People and jobs are shifting from north to south, and southwest
  - Growth highest in Sunbelt and Rocky Mountain states (BLM states)
  - Move from cities to suburbs earlier, and now to small towns (many BLM)
  - Major pressures on BLM not from East, but from urban West

. Environmental concerns will remain
  - NEPA is not going away! We must learn to live with it, and use it - Witness our current discussions on hazardous materials.

VII. The MANAGEMENT ISSUES facing the Bureau are:

1. Automation/Information

. A must for BLM: the wave of the future

. Need to link all sources and systems

. Questions of centralized vs. decentralized systems

. Proper role includes managers as well as technicians

. Must develop computer literacy at all levels of the organization

2. Improved Systems

. Introducing a new Financial Management System
  - Support the present effort/concept
  - Question of tracking project costs and other data
  - Provide for future budget planning

. Enhance the Budget Development System
  - Need a better way to manage the budget--for managers (How to identify trade-offs and "investment" opportunities)
  - Not flexible enough -- large number of subactivities hinder the way we can implement multiple use
  - Needs to be responsive -- major block is the way Congress and OMB, even the Department, perceive BLM and its mission
  - Need to be accountable -- for a 5-7 year program thrust
  - Can the Budget, AWP, MBO and PIPR be consolidated, better coordinated, and paperwork reduced?

3. Publics/Cooperation and Coordination

. Using the capabilities of others
- A-76 to look at contracting with private sector
- Designate lead Bureau within the Department for administrative functions
- Providing services to other agencies--e.g., what can/must BLM do for Indian tribal lands?
  -- Assume BLM will continue to provide minerals work for FS (short/long term?)
- Having other agencies provide services to BLM, e.g., FWS on T&E, Park Service on cultural. How about taking over these functions to improve efficiency?
- Federalism: giving responsibility to other levels of government, e.g., states, counties, local government and interest groups/users
- Volunteerism, increase the use of voluntary labor

. Cooperating and Consulting
- Recognize the 1980s "Society" includes states, local governments, and the public -- requires:
  -- upfront input
  -- participative decision making
  -- continuous involvement in the planning process
  -- on-the-ground involvement

4. Administration's Responsibilities

. Pay for the use of the land and resources
- Questions of fair market value affects many BLM programs
- Major administration push for user/service fees. Potential adverse effects on program effectiveness
- Need for overall program direction

. Reassessing the role of research and development in BLM
- Recognize BLM is not a basic research organization
- Focus on application of results (development side)
- May need to reassess current research and cut new starts

. Building in strategic planning
- This exercise IS strategic planning: looking at the future, assessing effects on BLM, laying out options
- Need to build in capability--not a separate effort
- States are starting to get involved, e.g., Nevada's SB-40 develops state plans and policies for BLM to be consistent with

5. Organization and Personnel

. The Organization values identified for BLM:
- Land base management agency
- Belief in multiple-use management
- Importance of BLM people--the BLM "family"
- Being results oriented
- Being problem solvers
- Involving all those affected by the use of the land
- Communicating openly within the organization

- Best possible service to the public and to fellow workers
- Interdependence -- the Bureau is a whole with individual units that work with a high degree of delegated authority to get the job done.

The values the Bureau holds are not the same thing as "image" although they will obviously be crucial in molding the image we hold of ourselves and that which others hold. The Bureau is now seeing itself as "THE" multiple-use agency with the need to maintain that mission. Confidence is being built internally and management's objective is to enhance such confidence and our effectiveness in accomplishing the job.

. Decentralizing responsibility
  - Support BLM's on-the-ground concept -- close to the local pulse and resources
  - Program functions vs. administrative functions
    -- Reform 88 calling for more centralization of the latter-- may be in contradiction to BLM's philosophy (look closely at difference between centralized administrative services vs. on-the-ground services.)
  - Possible look at regional concept
  - Depends on--and determines--proper role of the Washington Office

. Downsizing the Organization
  - Rigid grade bulge reductions are potentially devastating to flexible management
  - The questions may really be how to restructure the organization
  - What is an appropriate professional/technician ratio? Or is this concept inappropriate for BLM?

. Managing and Developing People
  - Must be mission oriented and organization driven
  - Need new thrusts in career development--for managers, supervisors and specialists (all employees)
    -- how to combine on-the-job training and formal training
  - Managers need to:
    -- be people oriented
    -- know their business
    -- motivated and motivators

. . Identifying and Developing Managers
  - No structured method to recognize and plan for future managers
  - Difficult transition from specific resources to multiple use, from working with "the land" to working through people
  - Training now oriented to gaps in present job rather than developing potentials for future positions
  - Need to develop capability for Risk Management -- Require a confidence level, but not "fail safe"

6. Legislation/Regulations

- Manage BLM mission within FLPMA
- Streamline regulations. DON'T legislate through regulations
- Evaluate "on the book" regulations not effective or being utilized with intent of efficiency and cost savings

7. Judicial

- Decisions can greatly effect our management latitude
- Affect priorities, budgets and personnel needs
- Need to assess management impact

8. Resource Management Programs

- Enclosure 1-1 & 1-2 outlines the particular resource programs discussed to-date. Many of our "resource" programs and "others" have activities within them that are major management issues for next 5-7 years. You should identify them within the "Management Issues" in Section VIII of this paper or under other topics you may suggest.

VII. COMMON THREADS

Through all this discussion of the Bureau and its future there are several major themes which are critical in making suggestions to the Director. Among these are:

1. Land Management - Multiple Use

- We are a LAND management agency, but really managing the use of the land
- We are a multiple-use agency--in fact, THE multiple-use agency
- The driving forces in BLM are resource thrusts
- There is no absolute priority for any specific use of the land
  - We are managers of all the uses, and use professional studies and public participation to decide the appropriate use for any piece of land recognizing that uses of the land may change over time.

2. Automation/Information is a key to doing our job better

   . Automation is a must to effectively work within and outside BLM

   . Automation can
   - pull together our resource information--ALMRS and GIS
   - be used to link our management systems--AWP,MBO,PIPR
   - provide manager-to-manager communication

3. Improved Systems

   . Simplification is essential in our systems and records

   . Mission and management needs oriented

4. Cooperation and Coordination are critical as they influence decisions at the "on-the-ground" level

   . We are living in an interdependent era (seek cooperation via CMA, Federalism, etc.)

   . Cooperatively "pool" resources

5. Organization

   . Flexible and responsive to new thrusts

   . Streamline and downsized headquarters and decentralized to extent possible (on-the-ground)

   . Assess continually for effectiveness

6. Personnel Management and Development

   . To meet the demands to be placed on personnel, improve the selection and preparation of managers and employees

   . Reorient personnel to new concepts/systems, etc., required today in accomplishing BLM mission and in improving efficiency.

7. Outside Program Influence

   . Continue to recognize the changing times and thrust that occurs. Examples are Presidential Initiatives, Department Initiatives, public and business influences, political pressures and judicial decisions.

VIII. MANAGEMENT SUGGESTIONS -- A STRATEGY FOR BLM's FUTURE

1. Management Team Concept

. Use a Bureau Management Team concept to develop objectives, set priorities and resolve conflicts

. Use the Management Team as a forum for precedent setting decisions, and to provide more consistency and management discipline

. Team groups suggested:
- Headquarters: 100, 101, DDs - to coordinate Washington Office programs/directives within the Bureauwide Management Team input
- Bureauwide: 100, 101, DDs, SDs, SCD, D-BIFC - to deal with Bureauwide priorities, objectives, conflicts, etc.
- States, DSC and BIFC - continue to use an effective team concept or initiate one to coordinate statewide program within overall management guidance

(Note: This does not take away discretion of Director or appropriate decisions of others.)

2. Automation/Information

. Move more aggressively into a decentralized approach to automation with intent of becoming a leader in effective management use of ADP.

. Identify appropriate level of need and attain necessary working level acceptance.

. Consider terminals on managers' desks, including the Director and State Directors--especially for communication.

3. Improve Systems

. Devote effort to getting systems and program procedures in place to make resources available.
- Focus on better tie between Budget, AWP, MEO, and PIPR. Evaluate necessity of all four. Use the Bureau Management Team to make key decisions. Use the current tracking system to keep tabs on high priority items.
- Push simplification of all systems. Pursue the new Financial Management System.
- Evaluate budgeting process to provide appropriate flexibility to deal with level of funding, and allow critical decisions on priorities, conflicts, needs, etc., to be determined with close Management Team involvement.

. Participate in and review present initiatives relating to improved systems.

4. Organization

. Re-examine the roles and functions of:
- Headquarters
  -- Policy direction and general oversight
  -- Reduce size to minimum necessary to do the job - orient job to policy and Director's requirements
  -- Delegate operational aspects to field
- Field
  -- Maintain on-the-job orientation--stress better service to clients as key value
  -- Refine the structure, but plan no immediate reorganization
  -- Focus on implementing existing systems and new program guidance at this time.

5. Personnel Management

. Establish an effective program to provide managers, supervisors and other employees the opportunity to:
- contribute and accomplish BLM mission, and
- attain appropriate career development goals/opportunities.

6. Program Thrusts

. Initiate major thrusts to attain program effectiveness and efficiency and meet future needs/responsibilities.
- These may be Bureauwide/Statewide, by program or activities
- Possible thrusts to consider are: (These can be expanded upon to relate Bureauwide, Statewide, Regional, Programwide, etc.)
  -- Land Adjustments
  -- Stewardship concept (management and land responsibility)
  -- Energy and Mineral responsibilities to other agencies
  -- Monitoring of uses on public domain (a must to meet commitments)
  -- Coal - Linowes and OTA Report implementation
  -- Department's Administrative Improvements Study
  -- Etc.

(Note: We are aware of some major issues and proposals being considered in the States and Washington Office. Thus, need input to assist in developing this section.)

RESOURCE PROGRAMS

Resources

. Lands - (Base)
  - Project BOLD
  - USFS/Boundary ADJUSTMENT
    -- Nationwide concept
    -- Forest-by-forest concept
  - O&C blocking
  - Mineral blocking
  - Navajo - Hopi
  - Exchanges, sales, R&PP, etc.
  - Use of public lands for other agency effectiveness (make them whole)

. Forestry
  - Future -- more fiber vs. saw logs
  - Orient program to
    -- market
    -- exports
  - PD forestry - is woodland management
  - Stewardship concept (management and land responsibility)
  - 1988-89 extensions may impact counties via anticipated defaults
  - Alaska forestry program - what does it need to be?

. Range
  - Monitoring - a must
  - Incorporate "outside" participation
  - The task is how to ensure on-the-ground monitoring
    -- BLM
    -- BLM/cooperator
    -- cooperator(s) only
    -- intensity data requirements
    -- etc.

. Wild Horses and Burros
  - Pursue workable legislation
  - Develop program "beyond" gathering concept
  - Be aware of economic impacts on:
    -- uses
    -- users
    -- loan agencies
    -- etc.

. Energy and Minerals
  - Focus - resource availability
  - Mineral responsibility
    -- USFS
    -- Indians
    -- FWS
    -- NPS
    -- DOD
    -- BR
  - Shift lead to counties/state

. Hazardous Materials
  - Existing sites - evaluate
  - Future sites - get on ground floor
  - Liability
  - BLM not to manage sites
  - Local/state role (veto, assist, etc.)

. Water
  - Recognize state water laws - as appropriate
  - Public land availability for more
    -- storage
    -- source
    -- transportation
  - Protect Federal Water Reserves

. Recreation
  - More "mobile type" recreation
  - User fees - all uses

. Overview -Continued emphasis on all other "activities"

MANAGEMENT ISSUES TASK GROUP - SDs MEETING
July 17, 1984

APPROPRIATION TRENDS

(Power Base - Committee staffs, OMB, Dept.)

. Large number of sub-activities hinder way we can implement multiple-use.

MAJOR THEMES

. Image - We are the only multiple-use agency.
. Better client relations -- inside and outside.
. Simplification -- things are too complex.
. Land base value.

MBO-AWP-PIPR

Can these be consolidated, better coordinated, paperwork reduced?

Item for consideration:
- Budget Process - Better way to manage it?

Reports:
- Can we reduce number of different reports - simplify?

ENERGY & MINERALS

Assume BLM will continue for some time to be involved in either full or partial management responsibility for minerals on non-BLM lands.

- Lands

- Recreation

AUTOMATION

. Use automation to improve management communication (help develop understanding - literacy, etc.) - Should Director, Associate, SDs, etc., have an electronic mailbox on their desk? Cost $125,000?

. What additional costs for DMs, etc? (Arnold assess costs.)

PERSONNEL

. Look at private industry for things that we can adapt or use to motivate, improve production, etc.

. Impacts on BLM due to image of Federal employees.

. Manager Training and Development.

. Reinforce espirit de corps through something like "Cauldron."

Enclosure 2

11/10/84

Add ons from WO/Field input. 87.

PROGRAMS THRUSTS

Resources

. Lands - (Base)
  - Project BOLD & OTHER BLM STATE EXCHANGES
  - USFS/Boundary ADJUSTMENT
    -- Nationwide concept
    -- Forest-by-forest concept
  - O&C blocking
  - Mineral blocking
  - Navajo - Hopi
  - Exchanges, sales, R&PP, etc.
  - Use of public lands for other agency effectiveness (make them whole)

. Forestry
  - Future -- more fiber vs. saw logs
  - Orient program to
    -- market
    -- exports
  - PD forestry - ~~in~~ woodland AND FORESTRY management
  - Stewardship concept (management and land responsibility)
  - 1988-89 extensions may impact counties via anticipated defaults
  - Alaska forestry program - what does it need to be?
  - TIMBER IMPROVEMENT

. Range
  - Monitoring - a must
  - Incorporate "outside" participation
  - The task is how to ensure on-the-ground monitoring
    -- BLM
    -- BLM/cooperator
    -- cooperator(s) only
    -- intensity data requirements
    -- etc.
  - EVALUATE FUTURE OF S/SHIA CONCEPT

. Wild Horses and Burros
  - Pursue workable legislation
  - Develop program "beyond" gathering concept
  - Be aware of economic impacts on:
    -- uses
    -- users
    -- loan agencies
    -- etc.
  - W/H&B CAPTURE MANDATE

. Energy and Minerals
  - Focus - resource availability AND RESPONSIBILITY
  - Mineral responsibility
    -- USFS
    -- Indians
    -- FWS
    -- NPS
    -- DOD
    -- BR
  - Shift lead to counties/state
  - SMO PROCEDURE OUTLOOK
  - Coal PROGRAM OUTLOOK

. Hazardous Materials
  - Existing sites - evaluate
  - Future sites - get on ground floor
  - Liability
  - BLM not to manage sites
  - Local/state role (veto, assist, etc.)

. Water
  - Recognize state water laws - as appropriate
  - Public land availability for more
    -- storage
    -- source
    -- transportation
  - Protect Federal Water Reserves

. Recreation
  - More "mobile type" recreation
  - User fees - all uses
  - Quality Recreation
. Overview -Continued emphasis on all other "activities"

- Wilderness
  - WSA recommendation & review process
- River Mgt. Outlook
- Protection & Operational Programs
  - Flood/Fire
  - Public safety
  - Insect/weed control
  -
- FMV for all products and services
- Generated revenues to be returned to field
- Establish more re-imbursable accounts:
  - Monitoring
  - R/W
  - Improvements
  - etc
- Clearly define "economic standards" for RMPs, EIS's, systems, etc. BLM can expect more challenges on program benefits.
- Cooperation & sharing of:
  - Facilities
  - Personnel
  - Services

LISTING OF RELATED ACTIVITIES WHICH MAY HAVE A BEARING ON THE ISSUES PRESENTED

Hunter and Associates Classification Study - identifies a number of classification and position management issues including a possible assessment of the field structure. An action plan is being developed.

DM/AM Classification Review - an OPM driven review of the grade levels of DM positions. Bureau review includes AM grade levels and the development of a proposed Natural Resource Manager Classification Series.

Position and Pay Management Plans - a Bureau initiative to provide a framework for managing Grade Bulge Reduction.

Management Improvement Initiatives - a Bureau approach to identifying and managing Reform 88 and related activities. Emphasis now is focused on administrative functions.

A-76 Reviews - a process for assessing Bureau activities to determine those which can be better performed through contracting out to the private sector. Action on A-76 review is currently on hold in BLM because of the language of recent legislation.

Coal Fair Market Value - development of a process for determining fair market value for coal (Linowes Report).

Career and Managerial Development - the formulation of a concept to meet Bureau needs in personnel career and managerial development.

ADP Modernization Study - an initial agreement with Oak Ridge Laboratories for a study of the Bureau's needs for ADP Modernization has been cancelled. The Bureau has decided to issue a contract to perform this study and is in the process of developing a statement of need.

Encl. 2

WORKSHEET - SECTION VIII

| COLUMN 1<br>Section VIII of summary distributed by team | COLUMN II<br>Comments from feedback on summary | COLUMN III<br>Action/Initiative Suggestions |
|---|---|---|
| 1. MANAGEMENT TEAM CONCEPT<br><br>. Use a Bureau Management Team concept to develop objectives, set priorities and resolve conflicts.<br><br>. Use the Management Team as a forum for precedent setting decisions, and to provide more consistency and management discipline.<br><br>. Team groups suggested:<br>- Headquarters: 100,101, DDs to coordinate WO programs/directives within the Bureauwide Management Team input.<br><br>- Bureauwide: 100,101, DDs, SDs, SCD, D-BIFC to deal with bureauwide priorities, objectives, conflicts, etc.<br><br>- States, DSC and BIFC continue to use an effective team concept or initiate one to coordinate statewide program within overall management guidance.<br><br>(Note: This does not take away discretion of Director or appropriate decisions of others.) | . Work the team with input provided through participative management process whereby those closest to problem issues have an opportunity to suggest options for their resolutions.<br><br>. Assure that communication reinforces sharing and networking across office lines.<br><br>. Bureau needs to place a greater emphasis on "meeting management skills" so that the meetings produce identifiable outputs.<br><br>. Emphasize Management Team concept at Headquarters.<br><br>. Insure that districts are included in the management team concept. | |

WORKSHEET - SECTION VIII

| COLUMN 1<br>Section VIII of summary distributed by team | COLUMN II<br>Comments from feedback on summary | COLUMN III<br>Action/Initiative Suggestions |
|---|---|---|
| 2. AUTOMATION/INFORMATION | | |
| . Move more aggressively into a decentralized approach to automation with intent of becoming a leader in effective management use of ADP. | . Identify what BLM wants to achieve, what is needed, and what should be dropped. | |
| . Identify appropriate level of need and attain necessary working level acceptance. | . The Bureau will have to expend considerable effort to educate its managers and increase their computer literacy before it can succeed. | |
| . Consider terminals on managers' desks, including the Director and State Directors--especially for communication. | . Insure an effective implementation schedule in order to make full and timely use of expensive hardware. | |
| | . Be aware that we may be sharing more specific data with all kinds of groups; and be aware that there is potential for any office with a terminal to become an "official land office." | |
| | . Properly organize for ADP oversight. | |
| | . Eliminate the facsimile message and rely on electronic mail. | |

WORKSHEET - SECTION VIII

| COLUMN 1<br>Section VIII of summary distributed by team | COLUMN II<br>Comments from feedback on summary | COLUMN III<br>Action/Initiative Suggestions |
|---|---|---|
| 3. IMPROVE SYSTEMS | | |
| . Devote effort to getting systems and program procedures in place to make resources available<br><br>- Focus on better tie between Budget, AWP, MBO and PIPR. Evaluate necessity of all four. Use the Bureau Management Team to make key decisions. Use the current tracking system to keep tabs on high priority items.<br><br>- Push simplification of all systems. Pursue the new Financial Management System.<br><br>- Evaluate budgeting process to provide appropriate flexibility to deal with level of funding, and allow critical decisions on priorities, conflicts, needs, etc., to be determined with close Management Team involvement.<br><br>. Participate in and review present initiatives relating to improved systems. | . MBO/PIPR/AWP<br>- Evaluate the relationships of all three systems<br><br>- Assess detailed effectiveness of PIPRs<br><br>- Budget (AWP) system-improve the process to be responsive to management needs.<br><br>- Evaluate the function of MBO system - tracking system vs. MBO per se<br><br>- System capability to provide information to users vs. tracking by (too many) program analysts<br><br>. Develop systems not as the objective. Proper and efficient public resource management is the objective.<br><br>. Identify needs for and decrease the number of reports. Require justification of those few reports required. | |

WORKSHEET - SECTION VIII

| COLUMN 1<br>Section VIII of summary distributed by team | COLUMN II<br>Comments from feedback on summary | COLUMN III<br>Action/Initiative Suggestions |
|---|---|---|
| 4. ORGANIZATION | | |
| . Re-examine the roles and functions of:<br><br>- Headquarters<br>-- Policy direction and general oversight.<br>-- Reduce size to minimum necessary to do the job-orient job to policy and Director's requirements.<br>-- Delegate operational aspects to field.<br><br>- Field<br>-- Improve on-the-job orientation--stress better service to clients as key value.<br>-- Refine the structure, but plan no immediate reorganization.<br>-- Focus on implementing existing systems and new program guidance at this time. | . Make sure that Centralization/ Decentralization decisions make common sense.<br><br>. Minimize the size of Headquarters (WO). High priority.<br><br>. Insure that manager/ professional/technical ratios maintain capability to do the job. (no hard and fast ratios).<br><br>. Be sensitive to organizational and work climate.<br><br>. Field offices need timely organizational evaluation. | |

WORKSHEET - SECTION VIII

| COLUMN 1<br>Section VIII of summary distributed by team | COLUMN II<br>Comments from feedback on summary | COLUMN III<br>Action/Initiative Suggestions |
|---|---|---|
| 5. PERSONNEL MANAGEMENT | | |
| . Establish an effective program to provide managers, supervisors and other employees the opportunity to:<br><br>- Contribute and accomplish BLM mission<br><br>- Attain appropriate career development goals/opportunities. | . Train managers to counsel and coach both strong and weak employees.<br><br>. Continue support of employee development.<br><br>. Improve upon the limitations inherent in personnel system.<br><br>. Develop cross-trained multi-skilled employees.<br><br>. Evaluate orientation experiences employed.<br><br>. Identify people with high potential and insure WO experience and expectations are understood. | |

WORKSHEET - SECTION VIII

| COLUMN 1<br>Section VIII of summary distributed by team | COLUMN II<br>Comments from feedback on summary | COLUMN III<br>Action/Initiative Suggestions |
|---|---|---|
| 6. PROGRAM THRUSTS | | |
| . Initiate major thrusts to attain program effectiveness and efficiency and meet future needs/responsibilities. | . Should BLM receive FMV for all products and services. | |
| | . Generated revenues to be returned to field. | |
| - These may be Bureauwide/Statewide, by program or activities. | . Establish more reimbursable accounts for such things as monitoring, timber management, R/W, improvements, etc to affect maximum cost savings. | |
| - Possible thrusts to consider are: (These can be expanded upon to relate Bureauwide, Statewide, Regional, Programwide, etc.) | . Clearly define "economic standards" for evaluation RMPs, EISs, systems. BLM may expect more C/E and C/B challenges. | |
| -- Land Adjustments<br>-- Stewardship concept (management and land responsibility)<br>-- Energy and Mineral responsibilities to other agencies<br>-- Monitoring of uses on public domain (a must to meet commitments)<br>-- Coal - Limowes and OTA Report implementation<br>-- Department's Administrative Improvements Study<br>-- Etc. | . Can we get cooperation and cross agency sharing of:<br>-- facilities<br>-- personnel<br>-- services | |
| | . Is BLM fulfilling its research and development needs. | |
| | . Evaluate implementation and expansion of stewardship concept. | |
| | . WH&B removal mandate. | |
| (Note: We are aware of some major issues and proposals being considered in the States and WO. Thus, need input to assist in developing this section.) | . Pursue mission statement and policy. | |

WORKSHEET - SECTION VIII

| COLUMN 1<br>Section VIII of summary<br>Distributed by team | COLUMN II<br>Comments from feedback<br>on summary | COLUMN III<br>Action/Initiative<br>Suggestions |
|---|---|---|
| 6. PROGRAM THRUSTS (continued) | . River management program.<br><br>. Protection and Operation programs<br>- Flood<br>- Fire<br>- Public safety | |